

**CONFIDENTIAL**

OTE 83-1030

23 September 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Director of Training and Education

25X1

SUBJECT: Selection Criteria for Attendance at Senior Schools

1. At a recent DDA Staff Meeting, you made mention of the fact that the Deputy Director had expressed some interest in or concern about the selection criteria employed for choosing both students and speakers for senior schools. The Office of Training and Education (OTE) is neither responsible for nor consulted about the selection of Agency speakers to address programs at senior schools, and I do not feel competent to address that part of the DDCI's concern. However, as regards the selection of students to attend senior schools, OTE is involved both in the conduct of the Training Selection Board and subsequent processing and support of selected candidates. In this area, I believe OTE has data and observations which may be of interest to Mr. McMahon.

2. Based upon my two-and-a-half years as Chairman, Training Selection Board, I believe that the Board is an effective instrument and that it consistently selected viable candidates for senior school programs. By saying that the selected candidates are viable, I am avoiding deliberately any statement which would imply that these candidates consistently represent the best the Agency has to offer. The point I want to make is that the Board is selecting the best officers among those nominated to it. For a variety of reasons, the nominations made to the Board by the Career Services often do not represent the best the Agency has to offer nor those officers who would benefit most from such a training experience. I am aware of no case, however, where the Board has selected an individual to attend a senior school where there was any indication that the nominee did not meet reasonable tests of benefit and representation.

3. In the course of the executive development survey that this Office conducted in all of the directorates, the subject of attendance at senior schools was addressed. In the data gathered by the survey, I believe there are at least partial answers to the question of why nominations presented to the Training Selection Board frequently fall

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below the high standards ideally desired. There is attached hereto a summary of data from our survey relating to senior school attendance. I believe this data is interesting and self-explanatory and that it may be of interest to the DDCI.

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Attachment

D/OTE,  (23Sept83)

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